

Abstracts

**The Development of ASTD's and McLagan's Competency Models
for Trainers:
The Influence of Teacher Competence and Adult Educator
Competency Research on them**

Kyoko Kato

The purpose of this study is to identify contributions to early competency research in the field of training and development, such as in the American Society for Talent Development (ASTD) and the work of Pat McLagan. In the field of management research in Japan, only psychologists such as White (1959) and McClelland (1973), have received attention as contributors to early competency research. However, ASTD and McLagan greatly contributed to early competency research, particularly competency modeling in human resource management.

This study focuses on two points: first, that ASTD's and McLagan's competency research predates the psychologists' competency research. ASTD's competency modeling began in the 1960s, while Boyatzis's competency model, the first so-called competency model, was introduced in the book *The Competent Manager* in 1982. I found that this was closely related to the teacher competence and adult educator competency modeling that had begun half a century earlier.

Second, ASTD's and McLagan's definitions of competency differ from psychologists' definitions of competency in that they do not include "underlying characteristics of an individual" such as motives, traits, and self-concept, which are invariably included in the psychologists' definitions. I found that both arrived at competency research from different backgrounds before being introduced in the field of management study.

Development of human relations theory in Japan: With a chief focus on the 1950s

Tetsuya Takahashi

This paper considers the reception and development of human relations theory in Japan. In one of its characteristic forms, human relations theory can be understood as the management of morale within a workplace group. This paper considers this management function as one aspect of labor management. First, we review the emergence of human relations theory and its subsequent development in the United States. Next, we examine the reception of human relations theory and its development in Japan. Human relations theory was first introduced to Japan in the latter half of the 1940s, after the end of the Second World War. This theory was utilized as a labor management method for employee management in the postwar period. In the United States, human relations theory has lost momentum due to the rise of behavioral science. Nowadays, the philosophy of human relations theory only remains in case method education. Regarding these points, we use a literature survey to identify trends and discuss details as well as challenges going forward.